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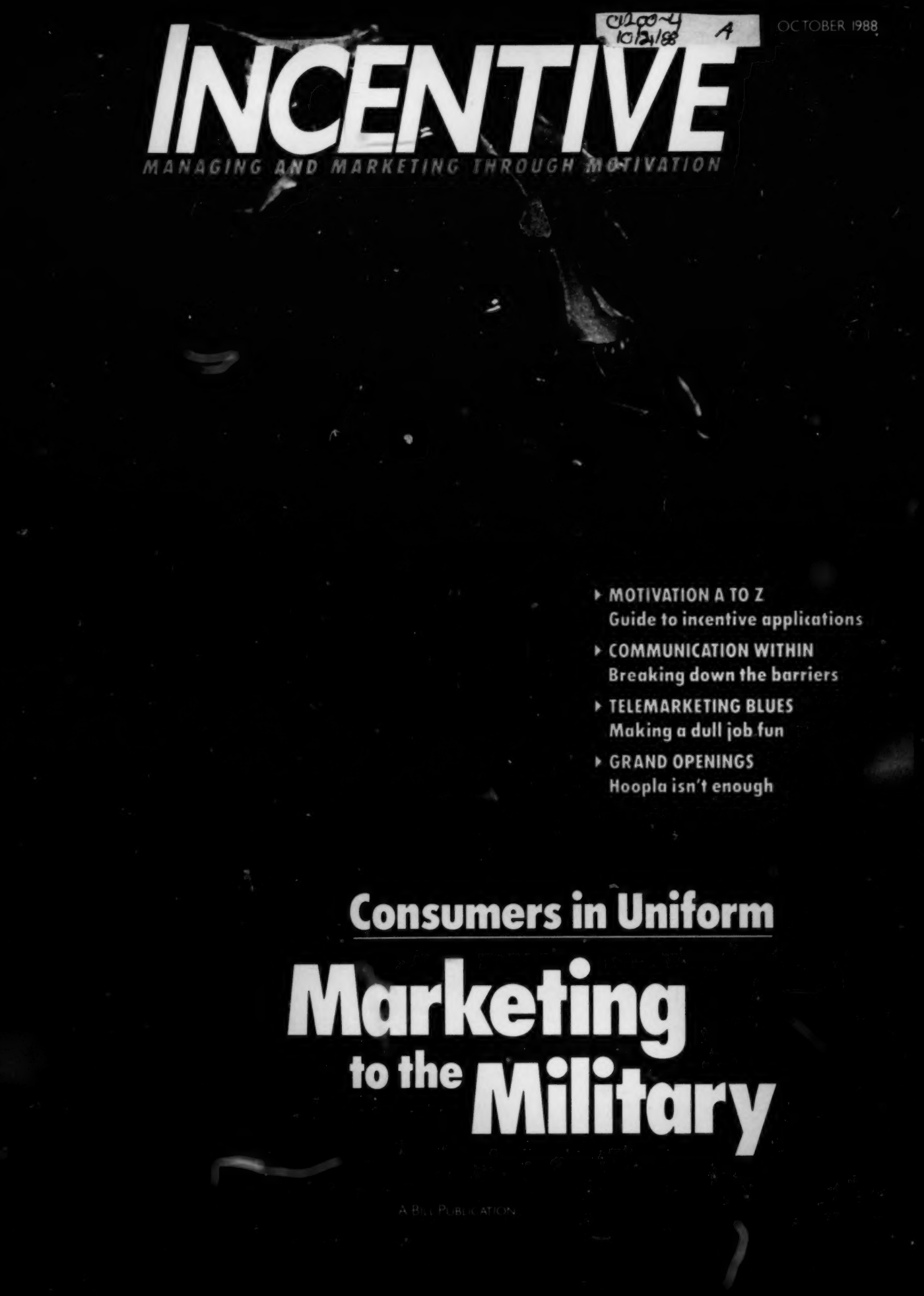
OCTOBER 1988

INCENTIVE

MANAGING AND MARKETING THROUGH MOTIVATION



- **MOTIVATION A TO Z**
  Guide to incentive applications
- **COMMUNICATION WITHIN**
  Breaking down the barriers
- **TELEMARKETING BLUES**
  Making a dull job fun
- **GRAND OPENINGS**
  Hoopla isn't enough

Consumers in Uniform

Marketing to the Military

A Bill Publication

OCTOBER 1988

INCENTIVE

84th YEAR, VOL. 162, NO. 10

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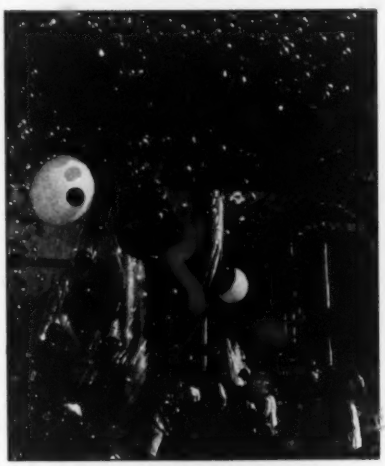

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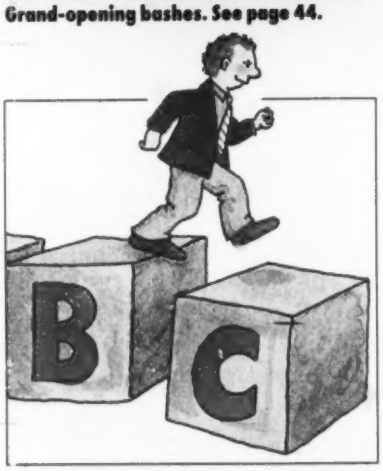

The ABC's of motivation. See page 17.

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Cover Photo: U.S. Army

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BPA ABP

Clairol

Nancy Evans, Doubleday

"Although Clairol only provides one formal meeting with the mentor, the goal of the program is to create a continuing relationship between aspirant and leader," says Radnovich. "It was made clear to the mentors that we were looking for someone to commit to this program and spend time with the winner."

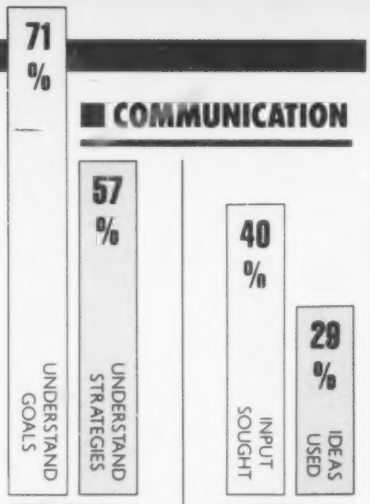
Clairol is publicizing the contest through the 11 different trade associations and their publications.

Although the "bottom bottom-line goal" of the campaign is to boost sales, says Radnovich, Clairol has an interest in supporting women's goals and achievements. It currently sponsors two other programs for women: a scholarship program for women over 30 who are returning to school and the "Take Charge Awards" for women who overcame obstacles and changed their lives after the age of 30. □

THE MISSING LINK: PAY & PERFORMANCE

Are you satisfied with your work? The Boston-based Wyatt Company, a benefits, compensation and communications consulting firm, asked that provocative question of 5,000 U.S. workers. The WorkAmerica survey, which covered all job levels and geographic areas, found that many employees see little connection between how well they work and how much they are paid. It also discovered that —except with compensation— women are more satisfied than men with their work lives.

Forty-six percent of employees and 38 percent of managers find "little link" between pay and performance. Almost half find that managers are "too tolerant" of poor performers. Just 29 percent believe that the most competent people in their workplace are promoted. Those who have



Most surveyed employees said that management adequately communicates its goals and strategies. But bottom-up communication is generally lacking: Only a minority said that managers seek their input or act on their suggestions.

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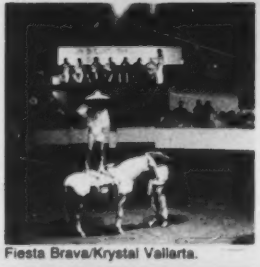
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worked longest in one company are the most cynical about the merit-promotion link, the survey found.

Performance reviews are considered "fair" by a majority of respondents, but less than half feel that the reviews they receive help them improve their job performance.

The survey report suggests that "incentive programs, gainsharing and profit sharing are some of the

WYATT WORKAMERICA

methods that can be part of the answer" to these problems.

Other findings: While five in 10 men feel satisfied with their pay, only four in 10 women are similarly content. According to the survey, nearly 70 percent of men feel they are fairly paid, while only 60 percent of women believe their earnings are equitable.

But women report higher levels of satisfaction with nearly every other aspect of their work lives. Over 50 percent feel their performance appraisals have improved their job performance—versus 40 percent for men. And 45 percent of the women expressed confidence in their long-term job security, while only 35 percent of men are so sure. Women also rate the quality of management, supervision, work priorities and scheduling in their workplaces more highly. □

EVEN UNCLE SAM USES MERCHANDISE

"Uncle Sam Needs You" is the message of the Army's 35 annual direct-mail campaigns. And as in many businesses, incentives play a part in the Army's efforts to stir interest and response among potential recruits—primarily 17- and 18-year-olds. "Our response rate quadruples when we use premiums," said Lieutenant Colonel John Cullen, chief of public affairs for the Army Recruiting Command in Fort Sheraton, Ill.

The Army's promotional mailings entice candidates to write in for more